LESSONS LEARNED FROM OTHER STATES, INDUSTRY BEST PRACTICES, AND RESEARCH

Based on research from both Deloitte Touche, and Gartner

Align the organization on the true destination

Everyone in the organization needs to have the same vision about the original motivations for implementing ERP-enabled processes; which includes both the targeted capabilities and the targeted benefits.

Use the business case as a management tool

The business case is anything but a static, one-time exercise intended to secure funding. The business case is a dynamic management tool used to validate the design, set targets, manage to those targets, and prioritize change initiatives.

Transition project roles to a way of life

Going live can involve hundreds of people in dozens of roles; however, the program needs to operationalize the way roles change and the way such change is orchestrated. Preparing for the critical shift in roles allows people to transition from being team members to stewards – stewards who are invested in project and organizational success.

Build and leverage process expertise

Process focus is critical for success. Organizations need to identify a set of core process experts. Often organizations move project process experts back into the business units to ensure an environment of continuous process improvement.

Promote post-implementation commonality

Commonality – Common system, common language, common practices, and common information seen at the same time – and providing largely the same conclusions by all who see it.

Teach the organization to use the new capabilities

Many organizations are far better at building new capabilities than at teaching (and motivating) people to use them. Successful organizations avoid this fundamental imbalance.

Define metrics and manage to them

Successful organizations set targets, establish budgets, and make it happen. Metrics are the glue that keeps organizations focused on real benefits.

There are three distinct stages after going live:

- **Stabilize** – Secure and sustain the core ERP functionality.

- **Synthesize** – Build for the future by adding other capabilities (often non-ERP.)

- **Synergize** – Achieve value in use by thoroughly mastering those new capabilities).

Decide between "best practices" and "user defined" implementations

Gartner's research states – "Many companies commit to implementations using best-practices application scenarios, or configurations delivered by vendors or systems integrators (SI's), without fully understanding the implications. They don't realize they're committing to changing their business processes to fit preconfigured business

applications. Once the project begins, they realize they're being forced to change their business processes to fit the software's best practices."

- **Best practices implementation** – Users gain speed by accepting a basic configuration and pre-defined business processes.

- **User defined implementation** – Users analyze and choose their configuration parameters to use any or all of the software functionally without customization.